

"The median number of years worked was 16 to 20."

Fleet managers are now increasingly employed full-time at fleet management. Two-thirds of the respondents are full-time fleet managers with no substantial responsibilities in non-fleet-related areas. Among the one-third who have other major duties, many are involved with budget and credit card administration, and a smaller proportion are responsible for physical plant maintenance, janitorial services, travel and moving arrangements, printing, and insurance. Only 12 respondents indicated that secretarial services were among their primary responsibilities.

Just about half have held their fleet manager's jobs for less than five years; only 16.7 percent of respondents have been in their current jobs for more than 10 years. These findings suggest a good deal of mobility to and from the fleet manager's position in respondent organizations. Among respondents,

the median number of years worked altogether was 16 to 20. Fleet management, it seems, is a function entrusted primarily to mature individuals who have gained considerable work experience in some non-fleet area.

As expected, there is no standard organizational location for the fleet management function. Our respondents reported being located in a wide variety of departments or organizational units. Almost 20 percent said that fleet management was located within the general manager's purview, and from there the responses were quite widely dispersed.

The survey sought to ascertain the effects of a few recent developments in fleet composition, including downsizing and increased purchase of "loaded down" vehicles. Most fleet managers acknowledge that larger, more expensive automobiles with many options typically are used as rewards or pre-

quisites of senior positions: 67 percent of respondents agreed that "in this organization, employees in higher positions are entitled to use larger, fancier, more valuable fleet vehicles." A potential source of difficulty for fleet managers appeared, however: 70 percent of respondents indicated that "most users prefer larger, more powerful automobiles," but 81 percent also stated that they had deliberately downsized fleet vehicles over the past 10 years.

Several questions provided some interesting insights to relationships between options, type of use, and fleet vehicle maintenance. Respondents did *not* believe that users will take better care of "loaded down" vehicles—only 17.5 percent agreed with this statement. Respondents did agree (53.5 percent) that fleet users who carry important customers take better care of their cars, and a substantial minority (45 percent) noted that users who were

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“...wide use of fleet leasing companies was reported.”

able to choose options they wanted tended to take better care of their vehicles. On the other hand, respondents agreed for the most part that “loaded down” vehicles (with many options) were easier to resell (66.5 percent agreed with this statement), and that such vehicles were likely to bring higher resale prices (52.5 percent agreed).

These questions begin to address the difficult question of control of fleet users. Given high initial costs, the need to preserve resale value, and the need to avoid expensive maintenance and ensure reliability, most fleet managers would prefer that their vehicles be treated as if driven around the block twice a year by little old schoolteachers. Since this is unlikely, fleet managers must pay attention to the incentive system that encourages (or discourages) fleet users from taking care of their vehicles. Study of that incentive system and the ways in which it can be manipulated by fleet managers could be of direct managerial benefit. Our present study only looked tentatively at a few of these issues; future work may examine it in more depth.

Among the changes in fleet operations that we examined was the recent increased uses of certain services of fleet leasing companies. As expected, wide use of fleet leasing companies was reported with 55.5 percent of respondents, indicating that their organization had made use of fleet leasing company within the past year. We did ask several questions of those who had *not* used a fleet leasing company within the past year. Among those who responded, 29 said that their organization had used a leasing company within the past five years (which constituted 14.5 percent of respondents who had not used a leasing company in the past year). Only 18 non-users felt that their organizations would use a fleet leasing company within the next year or two.

We also asked questions concerning fleet-related services, how they are provided, and the degree of satisfaction with service provision

for those respondents who reported using a fleet leasing company. Open-ended leases are much more likely to be provided by these companies than are closed-ended ones; 13.7 percent of respondents participate in closed-ended leases, compared with 52.5 percent who participate in open-ended leases. Fleet leasing companies were less likely to have provided fleet purchasing services, open-ended leasing, fleet management services, maintenance programs, disposal services, regulatory assistance, and publications five years ago than now. Only closed-ended leases were more common five years ago.

Among those respondents using the services, the potential loss of several services was seen as posing considerable hardships. Such services included fleet purchasing, open-ended leasing, fleet management services, fleet disposal, and regulatory assistance (between 30.6 and 41.7 percent of respondents indicated that withdrawal of these services would be a considerable hardship). Fleet leasing company users tend to be satisfied, on the whole, with the services they receive. Service areas that might bear watching in the future, however, include fleet management services (16.4 percent sometimes or rarely satisfied), maintenance programs (13.2 percent sometimes or rarely satisfied), and regulatory assistance (11.1 percent sometimes or rarely satisfied).

Fleet leasing companies have clearly expanded their services from basic to leasing to a portfolio of services needed across the life of the vehicle. For many companies these special services have become quite important in the complex environment developing in fleet management. One future question for study would be the contingencies that indicate when such services should be purchased rather than provided in-house. When should our boundary-spanning fleet managers reach into the external environment to find new agents for the organization, such as fleet leasing companies?

Conclusion

Although few definitive statements can be made about the nature of fleet management or its environment on the basis of the frequency distributions compiled so far, several interesting findings have emerged from this portion of the the NAFA Survey Project.

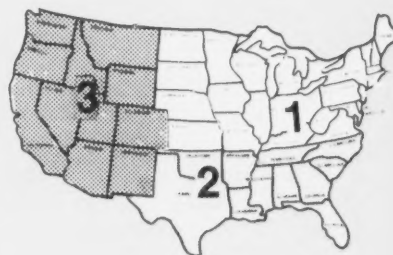
A striking finding is that the fleet management environment, described by respondents as seeming very complex (and much more complex than it used to be), does not have very many constituencies in it. Out of our list of 38 internal and external constituencies, respondents focused on no more than a dozen in terms of frequency of interaction, frequency of problems, and importance to the fleet management function. This suggests, perhaps, that the environmental configurations of fleet management have become more complicated not because new constituencies are added to the field, but because relations among constituencies have themselves grown more complex.

While the descriptive results of the study are interesting in themselves, they also begin to suggest ways in which improved knowledge of fleet management can be developed. By identifying key constituencies, we can better focus efforts to improve relationships with them. By understanding the nature and sources of complexity in the job and environment of fleet management we can more easily develop means of coping with it. By being sensitive to the dimensions and behavior of professionalism among fleet managers we can more readily take advantage of its benefits and perhaps avoid its negative features. By tracking trends in fleet control methods and service provision by fleet leasing companies we can begin to identify the contingencies that tell us when fleet managers should adopt certain control means or rely on outside service provisions. It certainly helps to convert the folklore of everyday conversation to the grounded details of a firmer understanding of fleet management. AF

PRICING UPDATE

Used Cars

The following are average car prices for the period ending November 30, 1983. Prices are based on wholesale activity at major dealer auctions across the country. They are divided into three zones as indicated on the accompanying map. These averages are calculated electronically on IBM machines. They are based on clean cars only. Proper allowance should be made for upgrading sharp cars and proper deduction taken for fair cars. Automatic transmissions have been included in the averages of all models. This information is published in *Automotive Fleet* by special permission of Automotive Market Report.



AVERAGE AUCTION PRICE				AVERAGE AUCTION PRICE				AVERAGE AUCTION PRICE			
Model	Zone 1	Zone 2	Zone 3	Model	Zone 1	Zone 2	Zone 3	Model	Zone 1	Zone 2	Zone 3
82 AMC CONCORD				82 DODGE OMNI				82 MERCURY MARQUIS			
Sdn 6-4	4337	4381	4294	4 Dr Htchbk	3655	3692	3619	Sdn	7063	7134	6993
Sta Wgn 30	4562	4607	4516					81 MERCURY MARQUIS			
81 AMC CONCORD				81 DODGE OMNI				Sdn	5714	5770	5657
Sdn 6-4 Dr	3505	3540	3469	4 Dr Htchbk	3043	3073	3013	Wgn-2	5837	5895	5779
Sta Wgn	3690	3726	3653	82 DODGE ARIES				82 OLDS CIERA			
82 BUICK SKYLARK				Cpe	4894	4944	4845	Cpe	7459	7534	7385
Sdn	5231	5284	5180	81 DODGE ARIES				Sdn	7558	7634	7483
81 BUICK SKYLARK				Sdn	4226	4268	4183	82 OLDS CUTLASS SUPREME			
Sdn	4277	4319	4235	82 DODGE DIPLOMAT				Cpe	6779	6847	6712
82 BUICK REGAL				Sln Sdn	5277	5329	5224	Sdn	6519	6585	6454
Turbo Cpe	6997	7066	6926	81 DODGE DIPLOMAT				81 OLDS CUTLASS			
Cpe	6773	6847	6712	Sln Cpe	4510	4556	4465	Sdn	5330	5586	5475
81 BUICK REGAL				Sln Sdn	4510	4556	4465	Sup Cpe	5895	5953	5836
Turbo Cpe	6107	6168	6046	82 FORD FAIRMONT				82 OLDS DELTA 8			
Cpe	5895	5933	5836	Futura Sdn 4Dr	4589	4634	4543	Sdn	7272	7345	7199
82 BUICK LESABRE				81 FORD FAIRMONT				81 PLYMOUTH HORIZON MISER			
Sdn	7508	7583	7433	Sdn 4 Dr	3563	3598	3527	4 Dr Htchbk	2856	2884	2827
81 BUICK LESABRE				82 FORD MUSTANG				82 PLYMOUTH RELIANT			
Sdn	5862	5921	5803	Cpe 4	4647	4694	4602	Cpe	4870	4919	4827
82 CADILLAC				81 FORD MUSTANG				81 PLYMOUTH RELIANT			
Cpe DeVille	11842	11961	11724	Cpe 4	3913	3953	3874	Cpe	4205	4247	4163
Sdn DeVille	11771	11889	11654	82 FORD GRANADA				81 PONTIAC FIREBIRD			
81 CADILLAC				Sdn 6-L	5295	5348	5241	Cpe 8	7522	7596	7447
Cpe DeVille	9245	9333	9152	81 FORD GRANADA				81 PONTIAC LEMANS			
Sdn DeVille	9183	9275	9092	Sdn 8-L	4266	4310	4226	Cpe 8	4751	4798	4703
82 CHEVY				82 FORD LTD				82 PONTIAC PHOENIX			
Chvt Htchbk 4-Dr	3648	3683	3611	Sdn	6707	6774	6640	Cpe	5045	5095	4996
Camaro Cpe 8	7506	7581	7431	81 FORD LTD				Htchbk Sdn	5045	5095	4996
81 CHEVY				Sdn	5353	5406	5299	81 PONTIAC PHOENIX			
Chvt Htchbk	2793	2821	2765	81 FORD ESCORT				Cpe 6	4083	4124	4011
Camaro Cpe 8	5639	5695	5584	Sdn 4 Dr	3145	3177	3114	81 PONTIAC CATALINA			
82 CHEVY CITATION				82 FORD CROWN VIC				Sdn	5398	5452	5344
Cpe 6	4251	4295	4209	Sdn	7552	7628	7476	Bonneville Sdn	5959	6017	5899
81 CHEVY CITATION				81 FORD CROWN VIC				82 VOLKSWAGEN RABBIT			
Cpe 6 Htchbk	3538	3574	3503	Sdn	6065	6125	6004	2 Dr Htchbk	4157	4198	4115
82 CHEVY MALIBU				82 FORD THUNDERBIRD				81 VOLKSWAGEN RABBIT			
Sdn	5875	5934	5815	Cpe	6479	6544	6413	2-Dr HtchBk	3361	3395	3327
81 CHEVY MALIBU				81 FORD THUNDERBIRD				IMPORTS			
Cpe	4537	4581	4492	Cpe	5542	5597	5485	82 DATSUN			
Sdn	4557	4502	4412	82 LINCOLN CONTINENTAL				210 2 Dr	3548	3583	3512
Clas Cpe	4851	4900	4803	Sdn	13135	13266	13004	Sentra 2 Dr	3871	3908	3832
82 CHEVY MONTE CARLO				Mark VI Sdn	13141	13272	13010	Stanza Htchbk	4934	4984	4885
Cpe	6379	6443	6316	81 LINCOLN CONTINENTAL				81 DATSUN			
81 CHEVY MONTE CARLO				Sdn	9272	9364	9179	210 Std 2 Dr	2934	2963	2906
Cpe	5633	5690	5577	Mark VI Sdn	11153	11265	11042	510 2 Dr	3798	3835	3760
82 CHEVY IMPALA				82 MERCURY COUGAR				810 Sdn 4 Dr	5750	5808	5692
Sdn	6476	6541	6411	GS Cpe	5339	5393	5286	82 TOYOTA			
Imp Wgn 9	6731	6798	6665	Sdn	5339	5393	5286	Corolla 2 Dr	4514	4559	4469
81 CHEVY IMPALA				81 MERCURY COUGAR				Celica St	5685	5741	5628
Sdn	5120	5171	5069	Cpe	4306	4349	4262	Corona Sdn Lux	5956	6016	5896
Cpe	5144	5194	5092	Sdn	4306	4349	4262	81 TOYOTA			
Est Wgn 9	5334	5387	5281	81 MERCURY ZEPHYR				Corolla 2 Dr Sdn 4Sp	3180	3212	3148
82 CHRYSLER				Sdn 2 Dr	3595	3631	3559	Celica St Spt Cpe	4428	4473	4384
LeBaron Sdn	6150	6212	6089	82 MERCURY LYNX				Corona Sdn 4 Dr	4123	4165	4083
81 CHRYSLER				HtchBk 3-Dr	3812	3851	3775				
Npt Sdn	5379	5431	5325								

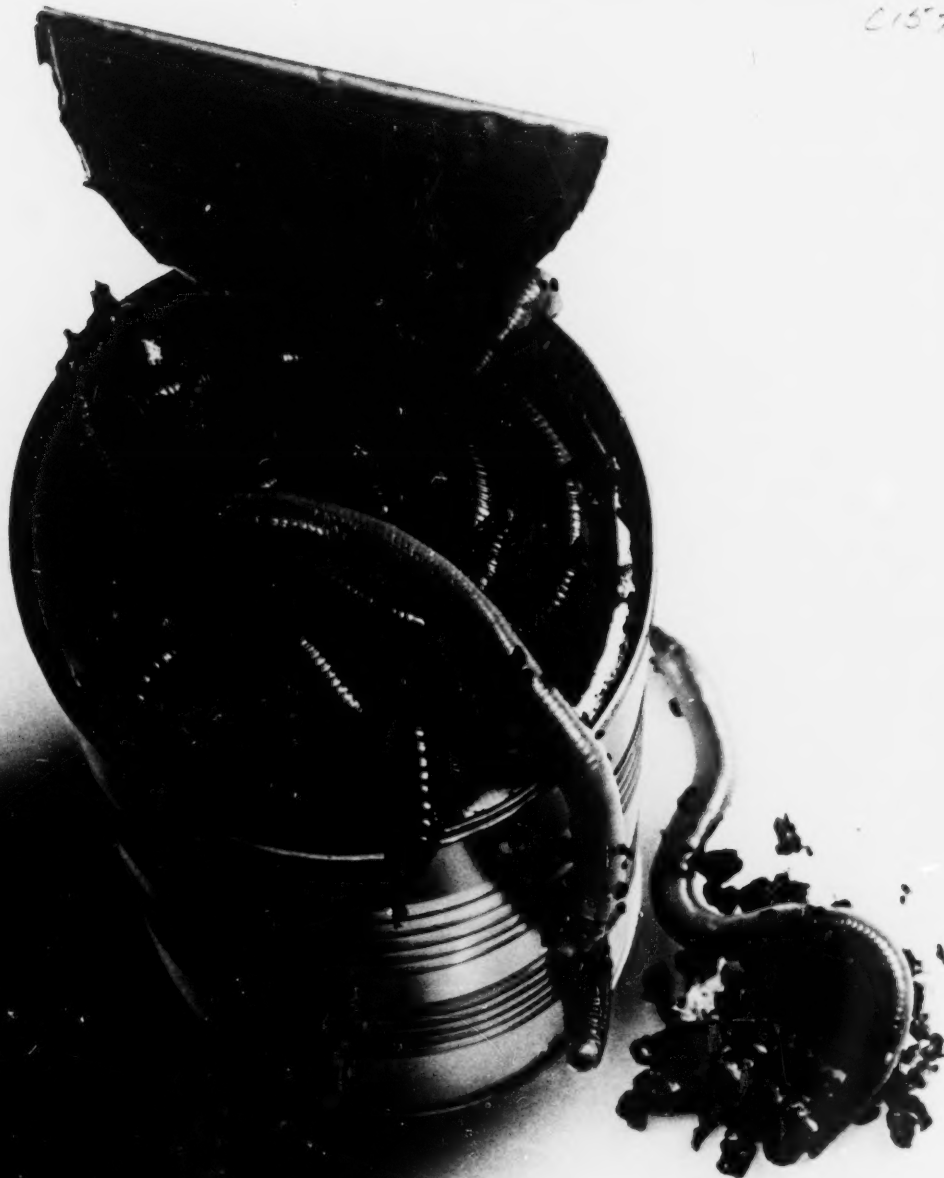
a bobit publication

february 1984

automotive **FLEET**

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On our cover: Proposed legislation H.R. 1415 is proving to be a proverbial can of worms. In this month's AF, industry heavyweights argue the bill's pros and cons before a House subcommittee.

AUTOMOTIVE FLEET[®] (ISSN 0005-1519) is published monthly by Bobit Publishing Company. The contents of this publication may not be reproduced either in whole or in part without consent of Bobit Publishing. Please address ALL correspondence to the Editorial and Executive Offices at 2500 Artesia Boulevard, Redondo Beach, California 90278. Subscription Prices — United States: \$18 per year, \$35 for two years; Canadian \$22 per year, \$40 for two years. International: \$50 per year, \$100 for two years. Single copy price — \$2.00; Fact Book — \$10. Number of cars operated and services must accompany the order. Second Class postage paid at Redondo Beach, California 90277-9998 and at additional entry. Postmaster: Return Form 3579 to 2500 Artesia Boulevard, Redondo Beach, California 90278.

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READER UPDATE

Calendar

FEBRUARY

1-2 — Basic Principles of Fleet Management, National Association of Fleet Administrators, Orlando, FL.

1-5 — Truck Rental and Leasing Association, Fairmont, San Francisco, CA.

4-7 — National Automobile Dealers Association, Dallas, TX.

9-12 — Eastern & Western Auto Auction Association, Winter Meeting, Hyatt Regency, Dallas, TX.

19 — Essentials of Leasing Workshop, Consumer Bankers Assoc., Arlington, VA.

27-29 — Van Expo, Louisiana Superdome, New Orleans, LA.

MARCH

4-8 — American Automotive Leas-

ing Association Convention, Doral Country Club, Miami, FL.

16-18 — Automotive Fleet and Leasing Association Convention, Sheraton Grande, Los Angeles, CA.

18-21 — National Association of Fleet Administrators, Bonaventure Hotel, Los Angeles, CA.

19-22 — Motor Vehicle Maintenance Conference, Univ. of Washington, Seattle, WA.

21-24 — National Truck Equipment Association, Convention Center, Baltimore, MD.

APRIL

1-4 — National Car Rental Licensees, Orlando, FL.

11-14 — National Association of Van Pool Operators, Regency Hotel, Dallas, TX.

Gas Prices

City	UNLEADED	
	Full-Serve	Self-Serve
Flagstaff, AZ	145.9	133.9
Needles, CA	159.8	140.9
Wilmington, DE	143.0	110.7
Melbourne, FL	130.9	113.9
Rockford, IL	151.4	126.4
Wichita, KS	133.2	112.6
Louisville, KY	140.2	113.9
Kalamazoo, MI	155.9	127.9
Rochester, MN	153.4	127.9
Camden, NJ	110.9	110.9
Brooklyn, NY	135.7	132.7
Philadelphia, PA	136.5	115.4
Houston, TX	134.6	109.9
Arlington, VA	155.4	120.4
Greenbay, WI	138.4	124.9

Survey conducted during the first five working days of January, 1983.
Supplied by Runzheimer and Company, Inc. Runzheimer Park, Rochester, WI.

PRICING UPDATE

Used Cars

The following are average car prices for the period ending January 18, 1984. Prices are based on wholesale activity at major dealer auctions across the country. They are divided into three zones as indicated on the accompanying map. These averages are calculated electronically on IBM machines. They are based on clean cars only. Proper allowance should be made for upgrading sharp cars and proper deduction taken for fair cars. Automatic transmissions have been included in the averages of all models. This information is published in *Automotive Fleet* by special permission of Automotive Market Report.



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Model	Zone 1	Zone 2	Zone 3	Model	Zone 1	Zone 2	Zone 3	Model	Zone 1	Zone 2	Zone 3
82 AMC CONCORD				82 DODGE OMNI				82 MERCURY MARQUIS			
Sdn 6-4	4124	4165	4084	4 Dr Htchbk	3451	3486	3417	Sdn	6784	6853	6717
Sta Wgn 30	4338	4381	4293	81 DODGE OMNI				81 MERCURY MARQUIS			
81 AMC CONCORD				4 Dr Htchbk	2872	2902	2845	Sdn	5488	5542	5433
Sdn 6-4 Dr	3331	3365	3298	82 DODGE ARIES				Wgn-2	5607	5663	5550
Sta Wgn	3508	3542	3472	Cpe	4597	4644	4550	82 OLDS CIERA			
82 BUICK SKYLARK				81 DODGE ARIES				Cpe	5984	6045	5924
Sdn	4949	4999	4899	Sdn	3974	4013	3932	Sdn	6067	6128	6007
81 BUICK SKYLARK				82 DODGE DIPLOMAT				82 OLDS CUTLASS SUPREME			
Sdn	4066	4107	4027	Sin Sdn	5018	5067	4968	Cpe	6478	6543	6414
82 BUICK REGAL				81 DODGE DIPLOMAT				Sdn	6230	6293	6168
Turbo Cpe	6687	6753	6619	Sin Cpe	4288	4331	4245	81 OLDS CUTLASS			
Cpe	6478	6543	6414	Sin Sdn	4288	4331	4245	Sdn	5285	5338	5232
81 BUICK REGAL				82 FORD FAIRMONT				Sup Cpe	5634	5689	5577
Turbo Cpe	5836	5894	5778	Futura Sdn 4Dr	3354	3386	3320	82 OLDS DELTA 8			
Cpe	5634	5689	5577	81 FORD FAIRMONT				Sdn	6985	7055	6915
82 BUICK LESABRE				Sdn 4 Dr	3563	3598	3527	81 PLYMOUTH HORIZON MISER			
Sdn	7211	7283	7140	82 FORD MUSTANG				4 Dr Htchbk	2880	2909	2853
81 BUICK LESABRE				Cpe 4	4440	4487	4398	82 PLYMOUTH RELIANT			
Sdn	5602	5659	5546	81 FORD MUSTANG				Cpe	4583	4629	4538
82 CADILLAC				Cpe 4	3716	3756	3680	81 PLYMOUTH RELIANT			
Cpe DeVille	11259	11373	11147	82 FORD GRANADA				Cpe	3958	3997	3919
Sdn DeVille	11193	11303	11081	Sdn 6-L	5035	5085	4983	81 PONTIAC FIREBIRD			
81 CADILLAC				81 FORD GRANADA				Cpe 8	5470	5526	5416
Cpe DeVille	8701	8790	8613	Sdn 8-L	4058	4097	4019	81 PONTIAC LEMANS			
Sdn DeVille	9642	8729	8557	82 FORD LTD				Cpe 8	4517	4562	4472
82 CHEVY				Sdn	6443	6506	6378	82 PONTIAC PHOENIX			
Chvt Htchbk 4-Dr	3130	3160	3099	81 FORD LTD				Cpe	4772	4820	4726
Camaro Cpe8	7136	7208	7066	Sdn	5141	5192	5090	Htchbk Sdn	4772	4820	4726
81 CHEVY				81 FORD ESCORT				81 PONTIAC PHOENIX			
Chvt Htchbk	2629	2655	2603	Sdn 4 Dr	2929	2959	2901	Cpe 6	3843	3881	3802
Camaro Cpe 8	5417	5470	5363	82 FORD CROWN VIC				81 PONTIAC CATALINA			
82 CHEVY CITATION				Sdn	7253	7326	7180	Sdn	5154	5206	5103
Cpe 6	4245	4287	4201	81 FORD CROWN VIC				Bonneville Sdn	5665	5721	5609
81 CHEVY CITATION				Sdn	5825	5883	5767	82 VOLKSWAGEN RABBIT			
Cpe 6 Htchbk	3347	3381	3313	82 FORD THUNDERBIRD				2 Dr Htchbk	4074	4114	4033
82 CHEVY MALIBU				Cpe	6160	6222	6097	81 VOLKSWAGEN RABBIT			
Sdn	5529	5585	5473	81 FORD THUNDERBIRD				2-Dr HtchBk	3294	3327	3260
81 CHEVY MALIBU				Cpe	5269	5321	5215	IMPORTS			
Cpe	4314	4355	4271	82 LINCOLN CONTINENTAL				82 DATSUN			
Sdn	4238	4281	4195	Sdn	12616	12742	12491	210 2 Dr	3442	3476	3407
Clas Cpe	4612	4659	4567	Mark VI Sdn	12622	12748	12496	Sentra 2 Dr	3813	3849	3775
82 CHEVY MONTE CARLO				81 LINCOLN CONTINENTAL				Stanza Hbk 2 Dr DLK	4934	4984	4885
Cpe	6034	6095	5975	Sdn	8879	8967	8789	81 DATSUN			
81 CHEVY MONTE CARLO				Mark VI Sdn	11099	10820	10605	210 Std 2 Dr	2890	2919	2862
Cpe	5329	5383	5275	82 MERCURY COUGAR				510 2 Dr Sdn	3684	3720	3647
82 CHEVY IMPALA				GS Cpe	5076	5127	5026	810 DL 4 Dr	5664	5721	5607
Sdn	6157	6219	6069	Sdn	5076	5127	5026	82 TOYOTA			
Imp Wgn 9	6400	6464	6337	81 MERCURY COUGAR				Corolla Sedan 2 Dr	4460	4513	4424
81 CHEVY IMPALA				Sdn	4093	4136	4052	Celica St Cpe	5628	5684	5572
Sdn	4869	4917	4820	81 MERCURY ZEPHYR				Corona Sdn Lux (AT)	5896	5956	5837
Cpe	4891	4938	4841	Sdn 2 Dr	3383	3417	3350	81 TOYOTA			
Est Wgn 9	5071	5121	5021	82 MERCURY LYNX				Corolla 2 Dr Sdn DLX	3576	3612	3541
82 CHRYSLER				HtchBk 3-Dr	3569	3607	3534	Celica St Spt Cpe	4339	4384	4296
LeBaron Sdn	5878	5937	5819					Corona Sdn 4 Dr DLK	4041	4082	4001
81 CHRYSLER											
Npt Sdn	5141	5191	5089								

• Top 100

• Top '84 Buys

• GM C-Bodies

a bi-monthly publication

march 1984

automotive FLEET



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automotive FLEET

THE MANAGEMENT MAGAZINE FOR CAR
AND LIGHT TRUCK FLEET OPERATORS

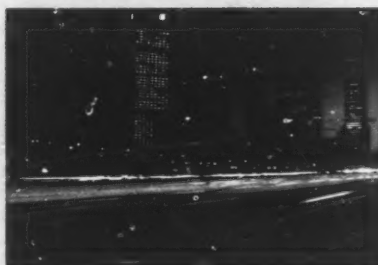
Influencing over 3.4 million cars and 1.6 million light trucks and vans in
leasing, rental, business, government, taxi, police, utility, and driving schools.

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On our cover: Oldsmobile's General
Manager Joseph Sanchez poses
beside his division's proud, new
C-Body.

AUTOMOTIVE FLEET® (ISSN 0005-1519) is published monthly by Bobit Publishing Company. The contents of this publication may not be reproduced either in whole or in part without consent of Bobit Publishing. Please address ALL correspondence to the Editorial and Executive Offices at 2500 Artesia Boulevard, Redondo Beach, California 90278. Subscription Prices — United States: \$18 per year, \$35 for two years; Canadian \$22 per year, \$40 for two years. International: \$50 per year, \$100 for two years. Single copy price — \$2.00; Fact Book — \$10. Number of cars operated and services must accompany the order. Second Class postage paid at Redondo Beach, California 90277-9998 and at additional entry. Postmaster: Return Form 3579 to 2500 Artesia Boulevard, Redondo Beach, California 90278.

READER UPDATE

Calendar

MARCH

4-8 — American Automotive Leasing Association Convention, Doral Country Club, Miami, FL.

16-18 — Automotive Fleet and Leasing Association Convention, Sheraton Grande, Los Angeles, CA.

18-21 — National Association of Fleet Administrators, Bonaventure Hotel, Los Angeles, CA.

19-22 — Motor Vehicle Maintenance Conference, Univ. of Washington, Seattle, WA.

21-24 — National Truck Equipment Association, Convention Center, Baltimore, MD.

APRIL

1-4 — National Car Rental Licensees, Orlando, FL.

2-3 — Seminar: Leasing — Techniques and Analysis, Airport Hilton, Los Angeles, CA. Info: (518) 891-1500.

11-13 — National Association of Van Pool Operators, Registry Hotel, Dallas, TX.

12-13 — Seminar: Leasing Techniques and Analysis, Executive Tower Inn, Denver, CO, and Logan Airport Hilton, Boston, MA. Info: (518) 891-1500.

MAY

16-20 — Western Vehicle Leasing Association, Americana Canyon Hotel, Palm Springs, CA.

JUNE

10-13 — Electric Utility Fleet Manager's Conference, Williamsburg, VA.

Gas Prices

UNLEADED

City	Full-Serve	Self-Serve
Birmingham, AL	153.4	114.4
San Francisco, CA	139.9	119.1
Colorado Springs, CO	140.4	118.9
Washington, DC	149.0	122.5
Key West, FL	152.9	139.9
Augusta, GA	131.9	118.4
Champaign, IL	155.9	124.2
Hyannis, MA	120.9	113.8
Baltimore, MD	138.9	118.8
Flint, MI	155.9	119.4
Joplin, MO	130.9	111.4
Long Island City, NY	137.6	137.6
Philadelphia, PA	135.4	114.0
Memphis, TN	137.6	111.2
Fort Worth, TX	137.6	108.2

Survey conducted during the first five working days of February, 1984. Supplied by Runzheimer and Company, Inc. Runzheimer Park, Rochester, WI.

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